

Hayward Area Memorial Hospital
11040 N State Road 77
Hayward, WI 54843-6391
(715) 634-8911

Type: GMS
Control: Other Not for Profit
Fiscal Year: 04/01/01 to 03/31/02

County: Sawyer
Analysis Area: Western Lake Superior (7)
Volume Group: 3

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 3		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	27.5%	57.4%	0.48	27.8%	0.99	33.3%	0.83	29.2%	0.94
Obstetrics	29.8%	39.6%	0.75	16.5%	1.80	20.6%	1.45	29.5%	1.01
Pediatrics	. %	48.0%	.	5.0%	.	13.4%	.	. %	.
Total hospital	27.7%	55.9%	0.50	26.0%	1.07	31.9%	0.87	29.2%	0.95
Average Census (Patients)									
Adult medical-surgical	10.5	30.4	0.34	10.8	0.97	7.7	1.35	11.1	0.94
Obstetrics	0.9	3.9	0.23	0.6	1.40	0.9	1.01	0.9	1.01
Pediatrics	0.0	1.8	0.00	0.0	0.00	0.1	0.00	0.0	.
Total hospital	11.4	55.4	0.20	12.1	0.94	10.4	1.09	12.0	0.95
Average Length of Stay (Days)									
Adult medical-surgical	3.1	3.9	0.79	3.5	0.90	3.3	0.95	3.3	0.93
Obstetrics	2.0	2.4	0.85	2.2	0.94	2.2	0.91	2.0	1.03
Pediatrics	.	2.4	.	1.8	.	1.9	.	.	.
Total hospital	2.8	4.3	0.65	3.1	0.90	3.0	0.93	3.2	0.88
Surgical Operations									
Inpatient	166	1,424	0.12	212	0.78	218	0.76	253	0.66
Outpatient	527	3,187	0.17	745	0.71	963	0.55	497	1.06
Inpatient as % of all surgeries	24.0%	30.9%	0.78	22.2%	1.08	18.5%	1.30	33.7%	0.71
Outpatient Visits									
Non-emergency visits	9,984	75,046	0.13	21,893	0.46	24,411	0.41	9,735	1.03
Emergency visits	7,046	14,086	0.50	7,123	0.99	5,581	1.26	6,453	1.09
Full-time Equivalents (FTEs)									
Administrators	1.9	14.8	0.13	5.1	0.37	5.1	0.37	1.8	1.06
Nurses, licensed	34.5	160.1	0.22	46.3	0.74	40.3	0.86	29.2	1.18
Ancillary nursing personnel	11.0	54.3	0.20	18.2	0.60	13.8	0.80	9.7	1.13
All other personnel	64.1	384.2	0.17	104.3	0.61	94.8	0.68	67.5	0.95
Total FTEs	111.5	613.5	0.18	174.0	0.64	154.0	0.72	108.2	1.03
FTEs per 100 Patient Census (Adjusted)									
Administrators	7.4	14.6	0.50	17.3	0.43	20.5	0.36	8.8	0.84
Nurses, licensed	134.8	157.9	0.85	156.4	0.86	161.4	0.84	143.8	0.94
Ancillary nursing personnel	43.0	53.6	0.80	61.6	0.70	55.4	0.78	47.9	0.90
All other personnel	250.6	378.9	0.66	352.2	0.71	380.1	0.66	331.9	0.75
Total FTEs	435.8	605.0	0.72	587.6	0.74	617.4	0.71	532.4	0.82

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	41	Health maintenance		Beds set up and staffed	3	Bassinets	5
Discharges	1,543	organization (HMO)	Yes	Discharges	86	Total births	155
Inpatient days	4,145	Preferred Provider		Inpatient days	962	Newborn days	281
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 03/31/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)

General Medical-Surgical:							
Adult medical-surgical, acute	1	38	1,227	3,819	27.5%	10.5	3.1
Orthopedic	5	0	0	0	. %	0.0	.
Rehab. and physical medicine	5	0	0	0	. %	0.0	.
Hospice	5	0	0	0	. %	0.0	.
Acute long term care	5	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	5	0	0	0	. %	0.0	.
Obstetrics	1	3	160	326	29.8%	0.9	2.0
Psychiatric	5	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	5	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	5	0	0	0	. %	0.0	.
Cardiac intensive care	5	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	5	0	0	0	. %	0.0	.
Step-down (special care)	5	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	5	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.

Note: data should be used only in rows; do not summarize columns.

* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

** Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE

Administrators/asst. administrators	0	2	1.9	Radiological services personnel	8	5	8.9
Physicians and dentists	0	0	0.0	Occupational therapists	0	1	0.7
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	1	0	1.0
Registered nurses	15	28	33.5	Physical therapists	3	1	3.5
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	2	0	2.0
Licensed practical nurses	1	0	1.0	Recreational therapists	0	0	0.0
Ancillary nursing personnel	5	14	11.0	Psychologists	0	0	0.0
Physician assistants	0	0	0.0	Social workers	0	3	0.5
Nurse Practitioners	0	0	0.0	All other health professionals	14	2	15.3
Medical records personnel	6	3	7.3	All other personnel	0	40	16.3
Pharmacy personnel	3	1	3.2	-----			
Clinical laboratory personnel	5	2	5.5	TOTAL	63	102	111.5

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$21,756,453	Cash and cash equivalents	\$2,725,098	Current liabilities	\$1,724,940
Less deductions	7,538,244	Net Patient receivables	2,390,607	Long-term debt	3,442,473
Net patient revenue	14,218,209	Other receivables	98,830	Other liabilities	0
Plus other revenue	265,107	Land, bldgs and equip: Net	4,801,326	Subtotal	5,314,725
Total revenue	14,483,316	Other assets	1,033,285	Unrestricted fund balance	5,734,421
Less expenses	13,372,776	Total Assets	\$11,049,146	Total liabilities & fund balance	\$11,049,146
Nonoperating gains/losses	106,668			Restricted fund balances	\$0
Net Income	\$1,217,208				

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 7		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [\$8,549,252]	39.3%	41.7%	0.94	44.2%	0.89	41.1%	0.96	39.7%	0.99
Medical Assistance [\$6,047,514]	27.8%	9.0%	3.08	16.5%	1.69	8.2%	3.38	21.3%	1.31
Commercial [\$5,319,328]	24.4%	43.2%	0.57	31.7%	0.77	45.2%	0.54	30.9%	0.79
All other [\$1,840,359]	8.5%	6.1%	1.39	7.6%	1.11	5.5%	1.55	8.1%	1.04
Deductions as % of Total Gross Patient Revenue									
Medicare [\$4,211,311]	19.4%	23.7%	0.82	21.5%	0.90	20.7%	0.94	18.6%	1.04
Medical Assistance [\$2,448,355]	11.3%	6.0%	1.89	8.0%	1.40	4.6%	2.42	8.0%	1.41
Commercial [\$176,149]	0.8%	9.4%	0.09	2.4%	0.34	7.3%	0.11	0.4%	1.95
Charity care [\$540,488]	2.5%	1.2%	2.06	1.2%	2.09	0.7%	3.58	2.0%	1.25
All other [\$161,941]	0.7%	1.4%	0.52	1.0%	0.74	0.5%	1.39	0.7%	1.14
Total deductions [\$7,538,244]	34.6%	41.7%	0.83	34.1%	1.01	33.8%	1.02	29.6%	1.17
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	1.8%	5.1%	0.36	2.3%	0.80	4.2%	0.44	1.9%	0.97
Net gains/losses as % of net income	8.8%	5.3%	1.65	-11.6%	- .76	3.5%	2.47	20.5%	0.43
Expenses as % of Total Expenses									
Salary/fringe benefit[\$7,872,761]	58.9%	47.8%	1.23	55.6%	1.06	51.3%	1.15	56.2%	1.05
Supplies and services[\$4,159,705]	31.1%	40.5%	0.77	31.6%	0.98	35.9%	0.87	33.2%	0.94
Capital component [\$911,335]	6.8%	8.7%	0.78	8.3%	0.82	9.2%	0.74	5.9%	1.15
Bad debt [\$428,975]	3.2%	3.0%	1.07	4.5%	0.71	3.6%	0.88	4.7%	0.68
Fiscal Statistics									
Operating margin	7.7%	6.1%	1.27	4.0%	1.90	7.1%	1.08	4.7%	1.64
Total hospital profit margin	8.3%	6.4%	1.31	3.6%	2.30	7.4%	1.13	5.8%	1.44
Return on equity	21.2%	10.0%	2.12	9.1%	2.33	9.9%	2.15	17.3%	1.23
Current ratio	3.3	2.5	1.30	1.6	2.11	3.8	0.85	3.3	1.00
Days in net patient accounts receivable	61.4	57.8	1.06	60.3	1.02	62.9	0.98	.	.
Average payment period	49.7	52.6	0.95	81.3	0.61	51.0	0.97	47.9	1.04
Equity financing	51.9%	56.2%	0.92	45.0%	1.15	55.6%	0.93	45.2%	1.15
Long-term debt to equity ratio	0.6	0.5	1.26	0.7	0.86	0.6	1.05	0.8	0.74
Times interest earned	6.8	5.0	1.35	3.3	2.03	5.0	1.35	4.5	1.50
Total asset turnover	1.3	0.9	1.49	1.1	1.16	0.7	1.76	1.3	0.98
Average age of plant: years	6.8	9.5	0.71	9.0	0.75	9.1	0.74	8.3	0.82
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	38.6%	.
Output gross rev (% of total gross pt. rev)	45.3%	44.1%	1.03	57.5%	0.79	61.8%	0.73	41.0%	1.10
Net Revenue Statistics									
Inpatient net revenue per discharge	\$5,909	\$7,870	0.75	\$4,540	1.30	\$4,633	1.28	\$6,060	0.98
Inpatient net revenue per day	\$1,704	\$1,834	0.93	\$1,386	1.23	\$1,631	1.04	\$1,898	0.90
Outpatient net rev per visit	\$324	\$343	0.94	\$268	1.21	\$306	1.06	\$293	1.10